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23 MAY 1983

MEMORANDUM FOR: ~~Deputy Director for Administration~~  
*attention*:   
FROM:

Acting Director of Logistics

SUBJECT: Phase IV, Long-Range Plan Action Items

REFERENCE: Memorandum for D/L from DDA, dtd 25 Jan 83,  
same subject (DDA 83-0140/6)

1. In response to the referent, the Office of Logistics (OL) has conducted a thorough review of the topics specified and generally reviewed OL's performance in response to customer requests. A report of our findings for each of the four topics specified are at Attachment A. Attachment B is a report on OL's performance relative to satisfying customer requests in a timely and efficient manner. Also included in this report are plans for further improving our efficiency and responsiveness to customer requests.

2. Please advise us if additional information is required.

## Attachments:

- A. Phase IV, Long-Range  
Plan Action Items
- B. Phase IV, Long-Range  
Plan, Responsiveness  
Review

## Distribution:

- Orig. and 1 - Addressee
- 1 - OL Files
- 1 - D/L Chrono (wo/atts)
- 1 - Each OL Staff and Division
- 1 - OL/P&PS Official
- 1 - OL/P&PS Chrono (wo/atts)

OL 4090-83

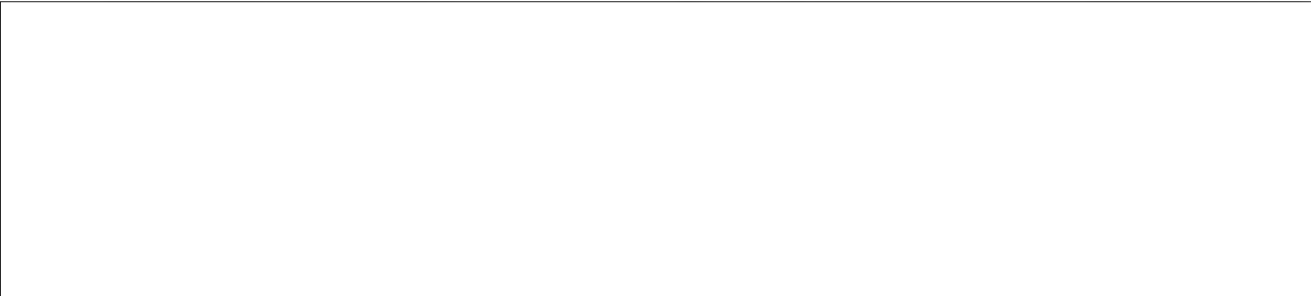
OL/P&PS   
retyped 11 May 1983

(22 April 1983)

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from attachments.

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2. IMPROVED EXERCISE FACILITIES AT HEADQUARTERS: In coordination with the Office of Medical Services, you should explore possible ways to improve the current exercise facilities in the Headquarters building and also include plans for an exercise facility in the new building.

3. SPACE UTILIZATION: You should review and report on various options to improve our utilization of allocated space. This review should include ways to improve the environment of the space and the furniture. Some items to be included are: office landscaping, developing an in-house policy to cover our unique requirements and the changes we will need to make to keep pace with office automation.

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IMPROVED EXERCISE FACILITIES AT HEADQUARTERS

1. With respect to the current exercise/fitness facility in the Headquarters Building, the facility initially began with the installation of a running track in the Headquarters Building basement circa 1967. This running track was later enhanced by the addition of a gym/exercise area, and the entire facility was placed under the administrative control of the Office of Personnel (OP). Coordinating with the Office of Medical Services (OMS), the OP acquired and installed various exercise and fitness equipment in the gym.

2. In 1977, the Director of Personnel and the Director of Logistics informally agreed to jointly maintain the Headquarters fitness facility. It was agreed that OP would be responsible for the operation of the facility and provide funds for equipment acquisitions, and the Office of Logistics (OL) would assume the responsibility for maintenance and repair of the facility. In 1978, \$14,800 was approved and allocated for renovating the fitness room. Of the total, \$3,800 was used by OP to purchase new lockers and benches, and \$11,000 was used by OL for renovation and paint. More recently, joint efforts by OP and OL to improve the facility include: the purchase of a new universal gym, and repadding and recovering of gym benches; the purchase of a new training bag; the installation of new shower heads and mixing valves; and the acquisition of new rubber shower mats.

3. Overall, past efforts by OP and OL to improve the facility have been cosmetic in nature and have added little to expanding or enhancing the utility of the facility. The major constraints to improving the current facility are space and location. Located in the basement of the Headquarters Building, adjacent to the classified waste disposal (SOMAT) room, the running track and gym are frequently subjected to water intrusion and mild flooding as a result of plugged drains and overflows from the SOMAT machine. Additionally, the SOMAT machine produces and/or greatly contributes to a hot and humid environment in the exercise facility. Aside from relocating either the SOMAT machine or the exercise facility, it appears that nothing can be done to effectively and efficiently correct either of these problems. The second constraint to improving the current facility is simply a lack of space to add additional exercise and fitness equipment. Adding additional equipment without additional space would only diminish the utility of the current facility.

4. In coordination with OMS and OP, OL has incorporated space for an exercise facility into the overall plan for the new building. At present, 5,600 square feet of space has been identified in the new building plan for such a facility. Of the total, 4,000 square feet has been designated for a fitness/exercise area, and 1,600 square feet for lockers and showers. OL components will continue, throughout the design and construction phases of the new building, to work with OMS incorporating an OMS technical design into the proposed new facility.

5. The one outstanding issue still to be resolved is the legal basis for expending appropriated funds for this purpose. While all concerned feel it is feasible to demonstrate a relationship between fitness and the mission of the Agency, no administrative action has been taken to document this need.





### SPACE UTILIZATION

1. In view of the Agency's history of space shortages, past Agency efforts to achieve better space utilization and improve the working environment have concentrated on reconfiguring areas to achieve higher person-per-square-foot density ratios. For the most part, these projects used the open-plan concept and standard government furniture, although some areas were reconfigured using systems furniture especially designed to accommodate terminals. Usually, the impetus for these changes was the need to recapture space to accommodate additional people.

2. Other efforts to improve the working environment have centered around activities of the Fine Arts Commission in conjunction with the Office of Logistics (OL). For many years, the Agency Fine Arts Commission has sponsored arts and crafts exhibits and has maintained a loan program to distribute art reproductions and photographs throughout the Agency. Also, they have sponsored a permanent exhibit of original paintings of the Washington Color School. More recently, a new signage program in the Headquarters Building has improved the graphics while other efforts such as the Office Excellence furniture refurbishing program and the greater use of carpet and new furniture have improved the office working environment.

3. During the past year, we have expanded these efforts to include more workstation analysis and the resulting design of offices using modular or systems furniture. The OL has formed a furniture committee to study the systems and modular furniture fields and make recommendations on future furniture purchases. One floor [redacted] will be used as a test bed to study various open-office furniture systems and their applications to the Agency's needs. Several notable projects completed recently should improve the work environment and the space utilization of the areas involved. Among them are the redesign of selected DDI areas to accommodate new workstations and SAFE Early Capability (SEC) terminals, the design for the SAFE User Requirements Element (SURE) area in GH44, and the DDO/EUR and DDI/ALA redesigns to accommodate additional people and equipment.

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4. Clearly, in these days of increased automation, greater demands will be placed on the individual workstation and future office designs must begin by analyzing these requirements. The proliferation of equipment will have a great impact on the design of the workstation, primarily by requiring larger work surfaces for the equipment and greater storage capacity for the analyst. The necessarily larger workstations will affect our space utilization figures unless all design factors are carefully considered. Therefore, the need for ergonomics, or human engineering, in the

design of the workstation is even more apparent. By analyzing the tasks to be performed and then designing the workstation with regard to the physical dimensions, limitations, and requirements of the human body, we can achieve the most efficient workstation design necessary to accomplish a given task. This will be translated into a workstation that is flexible with easily adjustable work surfaces, lights, background panels, and chair heights. An efficient workstation design will allow for continuing improvement in our space utilization figures.

5. In the face of ever-increasing technological advances and continuously changing personnel levels, it will be even more difficult to balance improving the work environment with achieving the maximum utilization of Agency space. Although these two goals are not necessarily at odds, it is sometimes difficult to find the proper balance between them while maintaining advanced communications and data processing capabilities. To meet these and future demands will require positive action and a flexible approach to problem solving. Listed below are several steps which may be taken or which are planned to help solve these problems.

a. Identify and study trends which will affect office design and space utilization, especially in the following areas:

- (1) office equipment
- (2) office furniture
- (3) office landscaping vs. open-office vs. traditional-office layouts
- (4) operating procedures
- (5) work habits and how they are changing.

b. Ensure that Agency designers maintain "state-of-the-art" knowledge in office design by continuing to encourage field trips; attendance at trade fairs, design symposiums, and courses; and by membership in professional organizations.

c. A continuing commitment of senior Agency managers toward improving the work environment and methods of facilities management. Encourage attendance of senior managers at symposiums and seminars addressing these areas.

d. Improve the system for forecasting the Agency's long-range space requirements. Among items to be considered are:

- (1) totally automate the system

- (2) standardize the format for reporting requirements
- (3) include all personnel projections such as staff, contract, military, and part-time employees
- (4) equipment projections
- (5) establish directorate contacts for verifying and coordinating all directorate requirements
- (6) establish liaison with OP and the Comptroller to verify personnel figures and ensure space requests are budgeted
- (7) routinely and periodically update the requirements
- (8) project requirements for one-year, two-year, and five-year periods.

e. Automate the design and facilities management functions by obtaining a Computer Aided Design and Drafting (CADD) system. Once the system is operational, investigate the following possible uses for it:

- (1) Incorporate the Agency space utilization records now in the Computer Run of Agency Metropolitan Space (CRAMS). This will save time and the information will be much more up-to-date.
- (2) If possible, integrate the real property (furniture) records with the furniture plan.
- (3) Automate DND/VCB record and integrate the ADS data base.
- (4) Explore with the Office of Communications (OC), OL, and Office of Security (OS) other applications such as VTR records and SAFE equipment records.
- (5) Establish a standard format for reporting current space holdings.

f. Form a users' group of employees using the various new furniture systems, especially the test bed  and solicit their ideas on the furniture, workstation design and suggested improvements.

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g. Continue the furniture committee but expand the scope to include interaction with the users' group. The scope

could also be expanded to include studying office design and automation trends and could include interaction with Agency data processing and communications experts.

h. Continue to reconfigure component space to reflect changes in staffing levels and to achieve the best use of available space. Recapture space where possible, although achieving better utilization of space does not necessarily mean increasing employee density ratios. Periodically review all space utilization figures by office and determine where adjustments to current space holdings are required.

i. The greatest opportunity to improve the working environment and improve space utilization will come when the new building is completed on the headquarters compound. At that time, existing office space can be reconfigured to reflect office systems used in the new building. An important factor in accomplishing this, however, is obtaining a commitment from senior Agency managers for the resources to do so.

j. Periodically review all facilities management procedures and change those which are not working.

k. In conjunction with the Building Planning Staff (BPS) and concurrently with planning for the new building, establish new interior design standards and colors for all Agency buildings.

l. All of the above must be coordinated closely with components charged with providing facilities or equipment support or ensuring the security, safety, and comfort of Agency employees. Build a resource pool of other Agency employees who may be consulted for special studies or on a continuing basis. For example, consulting with the OMS Behavioral Psychologists on all studies pertaining to the work environment.



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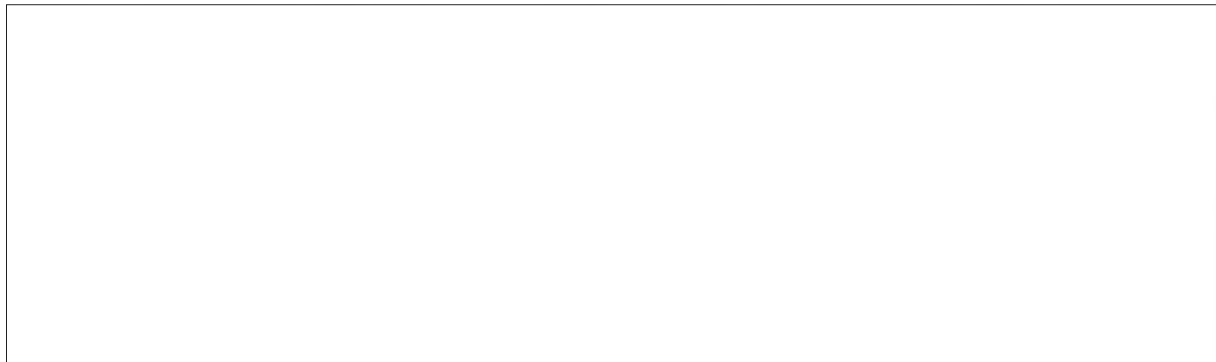
PROPRIETARIESI. Historical Use of Proprietary Instrumentalities to Support Covert Operations

From inception through early 1954, Office of Logistics (OL) predecessor organizations satisfied Agency-wide procurement requirements for U.S. Government-sterile equipment and supplies via classified relationships with several individuals and closely-held business concerns. While there were several problems with these relationships, the overriding concern was the security of the relationships; and this concern led in early 1954 to a proposal to create a proprietary structure through which all Agency U.S. Government-sterile acquisitions could be accomplished. This proposal was approved by the Deputy Director of Central Intelligence on 3 September 1954. The proprietary structure created in 1954 has remained fairly constant for the last 28 or so years in terms of the services provided to Agency customers. The proprietary instrumentalities themselves have changed several times, either because of problems in internally administering them or because of compromises in the cover of an instrumentality. [redacted] proprietary structure is, 25X1 on balance, remarkably similar to that conceived decades ago, although it has only about half the original staffing and, therefore, only about half the original buying capacity.

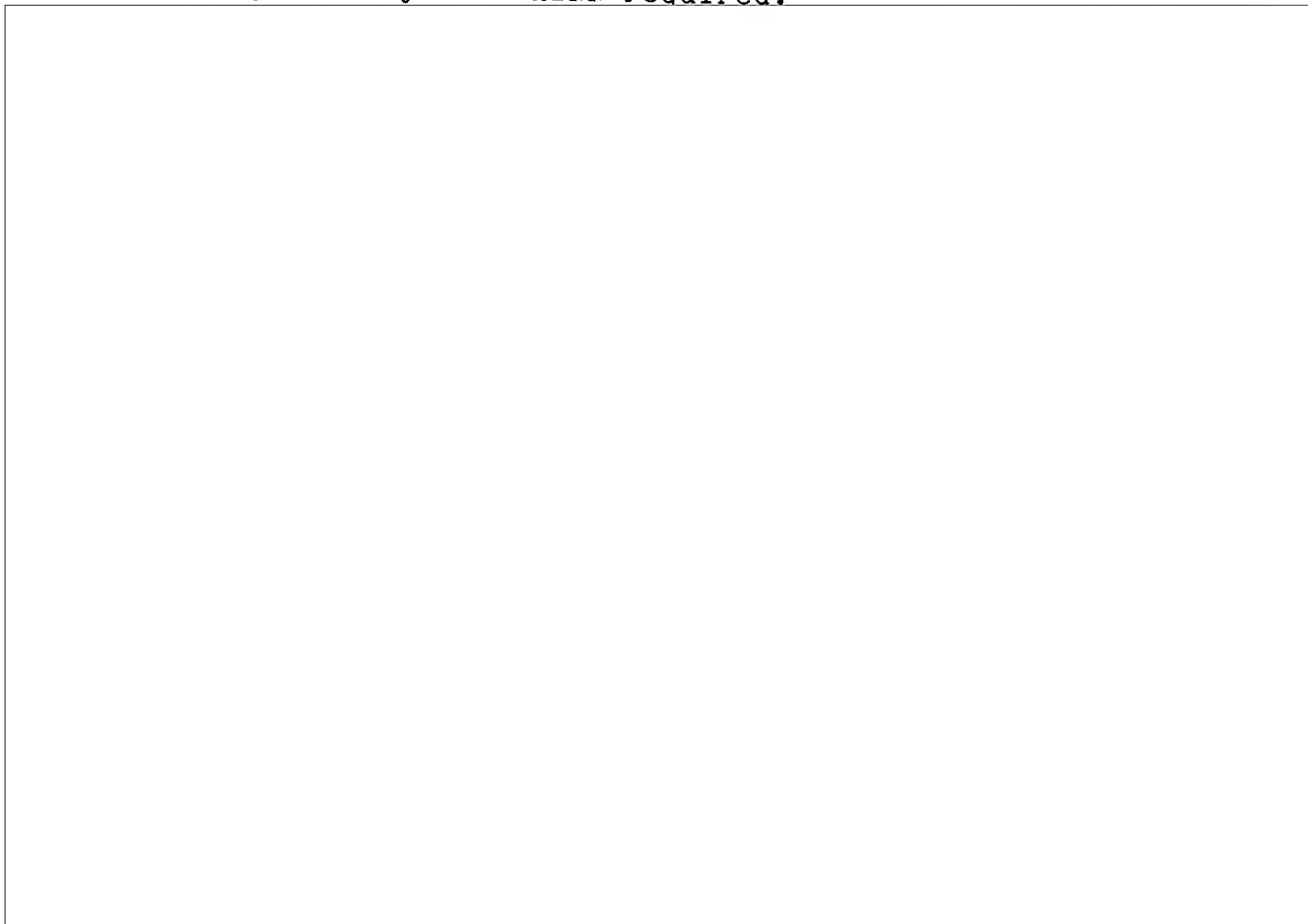
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In each area of logistical support identified above, OL was 25X1  
able to provide the services requested. In each instance,  
however, we paid a price in doing so. We either provided  
timely support to covert action activities, but at the expense 25X1  
and to the detriment of noncovert action customers, or we  
provided the requested service, but either not as quickly or  
not with precisely the skill required.



### Field Engineering

Field engineering requirements typically involve some  
combination of civil engineering, drafting, and construction

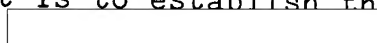


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trade skills.



Our intent is to establish the means by which we can quickly satisfy  requirements for field engineering services by acquiring, on an as-needed basis, all or any of the following journeyman skills:

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draftsman  
civil engineer  
carpenter  
plumber  
electrician  
HVAC mechanic  
construction supervisor

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## Phase IV, Long-Range Plan

## Responsiveness Review

A. The past year has been an extremely active and productive one for the Office of Logistics (OL). Challenged to provide increased support to the Agency in all logistical functions and specifically in the areas of [REDACTED]

[REDACTED] space acquisition, engineering, and printing and photographic services, our responsiveness was recognized and noted by our customers. Relations with our customers both internal and external to the Agency are excellent. These relations have been established and will continue to be maintained through increased productivity, innovative and efficient use of resources, creative management, and the increased use of improved technology to further enhance OL support to customer requirements. [REDACTED]

B. The greatest obstacle to improved support and increased responsiveness has been the unavailability of trained, experienced personnel to meet the growth in decentralized support requirements. OL's capability to meet decentralized requirements is being increased through accelerated recruitment efforts and cross-training, development of proprietaries, recapitalization and modernization of equipment, and improving the acquisition and supply systems via automation. [REDACTED]

C. Within OL the types of services provided are diverse; therefore, a single criteria for measuring Office responsiveness is not possible. The overall effectiveness of OL must be measured by the cumulative contribution of each division. Following is a synopsis of each division's contribution to improving the effectiveness and the responsiveness of services over the past year. Also included within each divisional dissertation is the plan to continue the prime objective of being responsive to requirements in an efficient manner. The last paragraphs contain future plans of a more global nature that have the objective of improving our ability and capacity to track forecasted and crisis-type requirements. [REDACTED]

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SUPPLY DIVISION (SD)

1. The emphasis in Supply Division (SD) has been keyed to

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section in the Operations Support Branch (OSB). The mission of the new section is to provide a single point of contact within the SD for levying new requirements, and to ascertain the current status of ongoing efforts. In addition, several new candidates were enrolled in [ ] training courses in order to ensure the availability of qualified personnel to meet future requirements. SD provided TDY assistance of 60 individuals, totaling 2,669 man-hours, in a wide range of support to Agency components. These services were performed in CONUS and overseas in support of special projects inventory teams, inspection and receiving of materiel, instructing and assisting in training courses, packing equipment, and developing new capabilities in an effort to posture the SD for the future. [ ]

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3. In an effort to look ahead, the duties and responsibilities of the Inventory and Inspection Section (I&IS) were expanded and the function was transferred to the OSB. The new duties of I&IS include a responsibility to audit ongoing activities in addition to conducting inventories [ ]. OSB functions were further expanded to include providing inventory assistance to other Agency components. Inventory [ ]

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4. The SD has undertaken a major effort to utilize automated systems to assist in maintaining much of the data previously maintained on a manual basis. New programs were developed as follows:

- o Small Purchases Branch - [ ] developed a series of system updates in the Inventory and Control System (ICS) which provides reporting capability on all phases of Small Purchases Branch transactions.
- o Federal Automated Requisitioning System (FARS) - FARS was enhanced to store and update data on approximately 200 GSA-leased vehicles within CONUS. A fourth data terminal was added to handle increased customer and management demands.
- o Single Transportation Allotment - An automated system now produces a variety of specialized data to include mode of shipment, consignee, consignor requesting office, and date shipped. All FY-82 individual billings for actual costs were input for verification against obligations.
- o Automated TDY Tracking - Data Control Branch developed an automated system to record and track SD personnel and man-hours expended in support of other directorates. A similar system was developed to record overtime expended in support of operations and assistance to other offices.

Enhancement to the current system also provided the following capabilities:

- o Tracking video equipment Agency-wide.
- o Method of extracting inventory cards from the ICS on a selective basis.
- o Automated control of weight and cube data for materiel packed by CD. [ ]

5. As the Logistics Integrated Management System (LIMS) moves closer to becoming a reality, it is increasingly necessary for the SD to purify and improve the viability of the ICS data base. The SD has undertaken programs to:

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- o Purge requisition suspense files of outdated data and follow up with a semiannual reconciliation program to preclude recurrence.
- o Develop and implement a program to purge slow/nonmoving items from the inventory.
- o Revalidate the warehouse stock locations in the ICS and develop a program for daily maintenance.
- o Expand the inventory and inspection responsibility to include an audit function.

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#### PROCUREMENT DIVISION (PD)

1. The strategy of the Procurement Division (PD) to increase the timeliness and responsiveness of the procurement/requisition system stresses the importance of the Logistics Integrated Management System (LIMS) in accomplishing this long-term objective. In the short-term, however, there are several interim steps that have been taken to balance the limited personnel resources available to support the acquisition process, with growing acquisition requirements in the Agency. The most important of these initiatives are as follows:

- o Procurement Division Management Information System (PDMIS) - The PDMIS was developed as a management tool to provide a means of tracking requisitions being processed by the PD and to provide information on the work flow by the various organizational components of the Division. The PDMIS interfaces with the Contract Information System (CONIF) and provides an excellent means of acquiring data to measure workload against personnel resources on an Agency-wide basis. The PDMIS provides the normal management-type reports, as well as special reports such as data on urgent and/or politically sensitive requirements.
- o Standard Word Processing System - The PD is in the process of implementing a division-wide standard word processing system utilizing Wang hardware and software. This new word processing system will allow for better utilization of clerical resources, and improve PD products through the standardization of our solicitations, and contract terms and conditions.

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o Organizational and Personnel Roles and Responsibilities

- The organizational structure within the PD is constantly being reviewed with the goal of removing any artificial constraints which interfere with accomplishment of tasks in the most effective and efficient manner. The Small Purchases Branch of [REDACTED]

[REDACTED] Supply Division, was recently made a part of the PD. The objective of this organizational change is to maximize the capabilities of this very effective unit without affecting its ability to quickly react in support of overseas operations. From a personnel management viewpoint, the creation of several paraprofessional positions has been proposed to relieve our contract officers of some of the more routine responsibilities in contract administration and contract settlement. The effectiveness of this initiative will depend, to a large part, on the success we have in reducing the production workload for the clerical staff through implementation of the division-wide Wang word processing system. [REDACTED]

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2. Future plans for improving the responsiveness of the PD in the acquisition cycle stress the importance of advance procurement planning. Responsiveness in acquisition management cannot be measured solely on the basis of requisition throughput time. Any measurement of responsiveness must also include the time necessary to review and coordinate future requirements with customers to make certain that we take advantage of the economics that are inherent in quantity purchases, and through the competitive procurement process. Better planning ultimately translates into better procurement and improved responsiveness to the overall needs of our customers. [REDACTED]

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REAL ESTATE AND CONSTRUCTION DIVISION (RECD)

1. The responsiveness of Real Estate and Construction Division (RECD) during 1982 can best be measured by the number of significant accomplishments realized in the headquarters, field engineering and real estate areas of Division support. These accomplishments were realized despite an understaffed division posture, which was created in part by a determined policy to provide engineering resources to time-critical priority projects, and in part by the continued expansion of the Agency. [REDACTED]

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2. Support of the priority project-type requirements, which usually had operational implications, high-level interest, approval and requisite funding required first priority assignment of personnel resources. When available personnel and technical resources were stretched beyond effective limits, contracts were used to obtain the necessary draftsmen, engineers, and architects to enable the Division to respond sufficiently. Maintaining traditional services such as altering physical facilities to accommodate installation of Wangs, and improving the reliability of facility power and HVAC systems became increasingly more difficult as the Agency continued to expand. Continued expansion necessitated the acquisition and renovation of large amounts of new space, forcing the Division to more frequently lease space directly and contract more for design and construction work. [REDACTED]

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3. The practice of contracting is relatively expensive and, at least initially, is inefficient because of security and clearance considerations. However, obtaining assistance through contracts has been the only means by which we were able to satisfactorily respond to all of our requirements. In an attempt to overcome this situation, the Division has undertaken accelerated recruitment efforts to recruit new engineering talent, and is attempting to become more preactive and less reactive in responding to Agency client needs. Such efforts have resulted in increased contract and engineering support to the domestic and foreign field, preventive engineering activities, and much needed planning support. [REDACTED]

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5. The following represents other significant accomplishments by RECD during 1982:

- o Completed construction of [REDACTED]
- o Leased Credit Union Building and completed renovations.

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- o Leased [redacted] completed renovation design and awarded construction contract.

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- o Initiated negotiations for the leasing of another new 112,000 square foot building.
- o Completed construction of Power Vault "C" Headquarters Building.
- o Completed design and obtained bids for the Northside Utilities Distribution Project, Headquarters Building.
- o Prepared expedited design and directly contracted for implementation of projects Lazerite, 4C, and ODP power systems upgrading.
- o Completed final installation and testing of the Headquarters Building emergency generator system to enhance utilities reliability.

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- o Completed design of total Building Secure Voice Telephone Systems for Chamber of Commerce and Key Buildings and completed installation in Key Building.
- o Provided on-call engineering support to specific Agency covert action programs.
- o Worked closely with GSA to improve service to the Agency and to obtain independent authority for the Agency to lease, acquire, or construct real property, and to maintain and operate existing facilities.

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PRINTING AND PHOTOGRAPHY DIVISION (P&PD)

1. The Printing and Photography Division (P&PD) continued to provide timely, high quality printing and photographic support to Agency and intelligence community components throughout 1982. The number of printing and photographic jobs processed in 1982 increased 13 percent and eight percent respectively over the number of jobs processed in 1981. The added production requirements generated by this increased activity were absorbed with essentially unchanged staffing as a result of P&PD's long-term plant recapitalization and modernization program. Elements of this program that have been implemented during the past year to improve the effectiveness and responsiveness of service are as follows:

- o Increased Utilization of P&PD's Electronic Text Editing and Composition System (ETECS) - P&PD continued to review incoming printing requests to determine job suitability for ETECS processing. ETECS processing of printing requests results in reduced film, paper, plate, and handling cost with no increase in job throughput while the quality of the final product was greatly enhanced. The following actions were taken to increase ETECS utilization:
  - Installation of an ATEX Mini-Edit system in the Office of Current Production and Analytic Support, DDI (CPAS/DDI). This system is providing additional input and text editing capabilities for the production of DDI publications such as the President's Daily Brief, National Intelligence Estimates, Alert memoranda and the National Intelligence Daily.
  - Acquisition of two Autologic Micro-5 Phototypesetters to provide redundancy and increased reliability for the typesetting of time-critical, current intelligence publications.
  - Acquisition of a Wang word processor with an ATEX interface to allow P&PD to accept customer prepared Wang floppy disks and transmit the data to ETECS where it can be composed and phototype-set.
  - P&PD coordinated the acquisition of an Antares data conversion device with the Office of Data

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Processing (ODP). P&PD will use this device to convert the data received from other agencies, for the publication of the Intelligence Community Budget, to a standard format and then transmit the data to ETECS for processing.

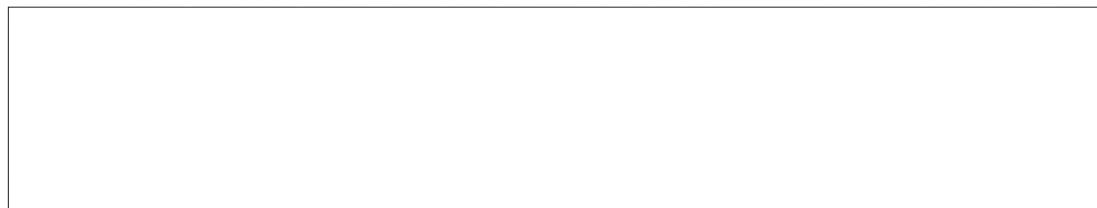
- o Digital Prepress Initiatives - P&PD acquired an EOCOM Laserite V laser platemaker and an Autokon 8400 black and white electronic scanner as the first step in implementing the Division's long-range plan to automate the labor-intensive manual prepress printing functions. P&PD is also working in conjunction with other Agency components to integrate the digital prepress system into an Agency automated publishing network. This network will save materiel and labor costs while improving the overall quality and timeliness of Agency intelligence publications.
- o Automated Labeling System - P&PD purchased an electronic labeling system in late FY-82. This device utilizes a video display keyboard terminal and floppy disk storage in a minicomputer console. It provides the capability for storing, updating, and printing dissemination/mailing lists for Agency publications. The labels are then applied to envelopes using an automatic labeler, providing for more timely dissemination of Agency intelligence publications.
- o Enhanced Computer Graphics Support - P&PD upgraded the software in its existing Dicomed Graphics Design Station and acquired an Apple computer with Dicomed software to increase overall production capabilities. These actions have helped the P&PD Design and Presentations Center to provide timely support to the Agency's presentation/publication requirements.
- o Headquarters Output Media Center - The OL, in conjunction with the Office of Data Processing (ODP) and the Office of Communications (OC) has established a Headquarters Output Media Task Group to study the feasibility and practicality of establishing a centralized Headquarters Output Media Center. This center would provide output support for electronic printing, copying, computer graphics, computer line printer output, and traditional high quality printing via ETECS. The goals

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of such a center would be: increased productivity and efficiency, and improved product throughput, while reducing overall manpower requirements.

- o Copier Management - On 1 October 1981, P&PD implemented a centralized Copier Management Program for the Agency. The initial objectives accomplished by the program included: realignment of copier/duplicator equipment to requirements, and a reduction of the total number of units relative to requirements; expeditious certification of copier invoices which resulted in \$34,000 in earned prompt payment discounts for FY-82; and a reduction in the total number of Agency contracts from 77 in FY-81 to 18 in FY-82.



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2. P&PD's relationship with its customers remained excellent in 1982. The Division became particularly involved with the activities of its customers in the development of an Agency Publishing Network; support and developmental involvement of the DDS&T Foreign Broadcast Information Services' daily reporting automation project known as MIDAS; the operation of the ATEX Mini-Edit test bed in OCPAS; and increased direct ETECS support to the Office of Central Reference (OCR) in the production of its biographical materials. As in 1981, a seminar was conducted for customer personnel relative to the expanded and enhanced capabilities of the Division.

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3. The major activities in P&PD will continue to revolve around modernization of the printing plant to improve individual productivity and overall responsiveness to customer needs. The significant elements for achieving these objectives are:

- o Continued Modernization and Development of the Digital Prepress System - Short-term plans call for the full implementation of the laser platemaker and the electronic camera acquired in 1982, followed up with the establishment of a test bed page makeup system. Longer-term plans include the incorporation of a color separation scanner in the system, and the development of a capability to output fully composed pages directly to the laser platemaker.

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- o Bindery Automation - A comprehensive bindery automation study is planned for 1983. Equipment requirements and work flow will be reviewed to determine what equipment acquisitions and/or procedural changes can be accomplished to improve the overall operating efficiency of the Bindery Branch.
- o Copier Management - The Copier Management Staff will continue to gain further efficiencies through equipment realignment, and specifications for a low volume copier are to be developed to assist in the selection of an Agency standard copier in this category.
- o Computer Graphics - The Division plans to enhance its computer graphics support capability through the acquisition of additional graphics design stations, and the development of an electronic interface between its system and graphics production systems supported by the ODP.
- o Video Support - In support of dramatically growing requirements from the Office of Central Reference (OCR), Office of Training and Education (OTE), and the DDI Television Center, P&PD plans to acquire a device to convert foreign formatted video tapes to the American standard format.
- o Management Information - Development and enhancement of the P&PD Management Information System (MIS) will continue. Specific areas to be addressed are improved data entry speed, full implementation of production reporting, and the development of greater software support expertise within the Division.
- o MIDAS Support - P&PD will begin providing typesetting services for the production of FBIS Daily Reports via MIDAS in early 1983. This first phase of MIDAS production will consist of typesetting two of the eight Daily Report books. During 1983, P&PD staff officers will support Phase II of MIDAS, which entails the transmission of digital data directly to the P&PD laser platemaker, and subsequent printing of all eight Daily Reports.
- o Videodisc Support - In a continuing effort to support the Agency's information handling production requirements, P&PD will investigate the feasibility and practicality of providing videodisc production support. Videodisc is seen by industry experts as a possible replacement for micrographics as a cost-effective information storage and retrieval system.

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- o Quality Circles - P&PD has undertaken a pilot "Quality Circles" program with the goals of increasing employee morale and motivation, and improving product quality and productivity.
- o Output Media Facility - P&PD, in conjunction with the ODP and OC, will finalize a study on the feasibility and practicality of establishing a centralized output media facility in the Headquarters Building. This facility would provide line printer, electronic printing, COM, computer graphics, and traditional printing services. [ ]

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LOGISTICS SERVICES DIVISION (LSD)

1. Over the years, the Logistics Services Division (LSD) has remained highly responsive in providing timely and efficient support to Agency customers in a variety of different support activities. The primary goal for the LSD is to remain responsive in these activities while effectively meeting the new challenges and potential problems, which the Division will face in the future. [ ]

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2. During the past year, support requirements for LSD increased in every area of the Division's support responsibility. LSD was able to meet these increased requirements in a manner that was both efficient and responsive to customer needs, without a significant escalation of its budget or an increase in staffing. The following depicts the manner in which the LSD responded to the more significant of these added support requirements in calendar year 1982.

- o Mail and Courier Service - Mail handling requirements increased in all categories in 1982. Up 14 percent overall, the most significant increase was in the amount of U.S. mail handled. The amount of incoming and outgoing U.S. mail increased 20 percent and 30 percent respectively in 1982. Eight new requests for courier service were accommodated in 1982. These requests emanated from Ames Building, [ ] Headquarters Building.

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[ ] full responsibility for picking up mail from all open CIA mail boxes. These additional courier services required extensive changes to routes and schedules. Nevertheless, service remained unhampered and responsive.

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- o Furniture Requirements - LSD began handling all furniture deliveries, pickups, storage, and receiving at all outlying buildings in 1982, and one LSD employee was relocated [redacted] for better management of furniture stocks. In the absence of funding, LSD developed a procedure to obtain a significant quantity of excess furniture, at no cost, for rehabilitation. Combining all categories of furniture the number of pieces rehabilitated in 1982 increased by 120 percent over 1981. The largest single increase was in the number of chairs rehabilitated, 728 in 1982 versus 298 in 1981. The acquisition and rehabilitation of this furniture relieved a serious shortage of metal furniture. Six prototype workstations were designed and purchased for testing their practicality for future SAFE applications. Special furniture, surrounding screens, and component shelving were specified for approximately 75 SAFE workstations, which are projected to be operational in the third quarter of FY-83. Finally, LSD completed a study of space and human factor requirements for Wang terminals in order to standardize furniture applications, and a package of mix-and-match components was prepared for introduction into the Agency's supply system.

[redacted] To provide suitable transportation for handicapped Agency personnel, an Agency van was modified with a wheelchair lift and is available upon request.

- o Facility Maintenance and Improvements - LSD conducted a major cleanup of all Agency buildings over a two-week period in 1982. Concurrently, the Agency picture closet was opened to Agency personnel and 800 employees either traded or made first-time selections of wall art. As a short-term solution for freeing the Headquarters Building corridors of supplies and equipment, a 40-foot trailer was leased by the LSD. The trailer was parked in the West Parking Lot, and selected items to support the Headquarters Building were stored in it. LSD completed a major renovation of the Executive Director's suite, including carpentry, electrical, and paint work. Rewallpapering of the DCI area inner corridors, the elevator waiting room, and the main waiting room was also accomplished in 1982.

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- o Space Utilization - During 1982 the LSD reconfigured a number of Agency offices to accommodate additional personnel and/or equipment. The most significant projects were as follows:
  - Renovation of various DDI areas to accommodate SAFE Early Capability (SEC) terminals and workstations.
  - Renovation of DDI/ALA space to accommodate a reorganization.
  - Renovation of DDO/EUR space to accommodate additional personnel.
  - Renovation of parts of the 3B and 3D corridors to accommodate additional equipment.
  - Renovation of space in the 1A corridor to accommodate the 4C Project Equipment Room.
  - Renovation of all DDI headquarters space to accommodate the DDI reorganization.

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3. Requirements for LSD support in terms of increased courier and shuttle service, establishment and stockage of supply rooms, routine maintenance support, classified waste disposal, total color coordination, and furnishing of public areas will increase in the coming year. A challenge facing the Division will be how to meet these increased requirements with the same, or limited increases in resources. The most significant challenge, however, will be one of meeting future demands for space brought about through increased automation. Meeting this challenge will require improved methods of managing the allocation of Agency space.

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4. The primary tool used to manage the Agency's space allocation is the Computer Run of Agency Metropolitan Space (CRAMS), which is a listing of all Agency space in the Metropolitan area. This report is periodically distributed to each component to obtain current information on the types and amounts of space, and on the number of people and workstations within the space. It is used by senior Agency managers to make decisions relative to the commitment of the Agency's facilities resources.

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5. Space allocation figures for each component are reviewed frequently; however, there is no established program to identify and reclaim excess space. Because of the large

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financial and design resources required to reconfigure space, reclaiming and reconfiguring space is accomplished on a case-by-case basis as changing space requirements dictate.

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6. Several problems currently affect the management of space allocation and our ability to respond to requests for new space. The primary problem is simply a shortage of available space. This problem is further complicated by frequent organizational changes and the failure of components to adequately plan and budget for space requirements when planning new programs. A second problem is related to the periodic updating of CRAMS. Although the procedure for updating is standard, there is great diversity in the reporting styles used, and in the degree of seriousness with which each component completes the report. Many components delegate the responsibility for completing the report to a junior person who has neither the knowledge nor the authority to properly complete it. This results in a lack of consistency and the information provided is neither reliable nor accurate.

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7. Listed below are several steps which may be taken to improve the Agency's management of space allocations:

a. Establish directorate focal points responsible for the management of directorate facilities and personnel resources. Other responsibilities of the position could include coordinating major reorganizations, requests for new space or alteration of existing space and ensuring that space requirements for new programs are budgeted. Ideally, this position should be filled by a senior officer with a thorough knowledge of the directorate requirements and the authority to establish directorate-wide renovation and space request priorities. Such a position could help ensure that limited resources are applied toward solving the directorate's most urgent space problems. Currently the DDO has the only effective system, but even it could be strengthened.

b. Through the directorate focal point, emphasize to all components the importance of a uniform system for reporting space holdings and personnel figures. Reconfirm these standards as needed with each component officer responsible for reporting the information.

c. Establish a uniform system for forecasting long-range space requirements and delegate the authority for collection to a single staff. There are frequent discrepancies between requirements as reported by the components and projected Agency growth as reported by the Comptroller.

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d. Integrate the CRAMS personnel figures with the Office of Personnel (OP) and Comptroller personnel figures to ensure accurate counts. Consider linking each directorate's parking allocation to the CRAMS personnel figures.

e. Integrate the CRAMS report into the new computer graphics system planned for the Architectural Design Staff and link each component logistics officer to his or her information in the data base. This will eliminate several steps in the reporting process and produce more timely and accurate space utilization figures.

f. Establish space allocation standards and initiate reviews of component space with a goal of reclaiming space from components which exceed the person-per-square-foot standards. This may not be practical, however, because of the Agency's frequent organizational changes and the financial and design resources required to reconfigure large amounts of space.

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#### D. Other Issues

Overall, Office of Logistics' planning for future support is directed toward preparation for increased tasking and requirements. OL efforts to meet future requirements are focused on: how to increase productivity and responsiveness and how to key support growth to meet the demands of a larger and more technical Agency.

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1. A major project wherein OL expects to increase productivity, efficiency, effectiveness, and responsiveness is the development and implementation of the Logistics Integrated Management System (LIMS). LIMS will transfer labor-intensive operations to computers and integrate all OL and OF processes within the functions of: property management, requisitioning, cataloging, inventory management, receiving, procurement, distribution, vendor payment, management information generation and dissemination, and those general requirements affecting the whole of an automated system. LIMS will be an integrated management system that recognizes and reacts to service requirements and resource constraints, and enhances operational efficiency, effectiveness, and productivity of Agency procurement, contracting, and supply systems. LIMS will also relate to and interface with Agency accounting, financial, and budgetary processes. The development and implementation of LIMS continued during 1982 with the design, tasking, and implementation of an Agency Standard Automated Property System (ASAPS); the award of a quality assurance contract; the issue of a development contract RFP; the updating and publication of OL and OF

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system objectives and functional requirements; the inclusion of an automated vendor payment function; the implementation of new techniques and methodologies; and development and coordination of specific details that will lead to LIMS' implementation in FY-85. [redacted]

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2. Relative to other activities, OL responsiveness to Agency mission procurement requirements increased sharply in 1982 through further decentralization of the procurement system. New contract teams with procurement authority were established and colocated in several Agency components to improve the efficiency and effectiveness of the procurement process. The first of these new additions was at the National Photographic Interpretation Center (NPIC). A senior contracting officer and two negotiators were assigned to handle general NPIC contracting requirements and contracting requirements for the NPIC Development Plan (NDP). The NDP alone is expected to require issuance of contracts in million-dollar figures over the next several years. A second contracting team was installed in the International Affairs Division (IAD) of the Directorate of Operations. This was in response to escalating special activities and direction from senior management to provide closer Logistics overview and interaction with IAD on its procurement activities. This team consists of a senior contracting officer, backed up by one negotiator. In the National Intelligence Support Office, which is now a part of the Intelligence Community Staff, a single senior contracting officer was assigned to handle procurement requirements on a very large, high-priority program associated with [redacted]

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[redacted] In the Office of Development and Engineering/DDS&T, two new programs were started during the year. One contracting officer was assigned to each, and a requirement for additional staffing is anticipated in 1983. [redacted]

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3. Periodically, OL conducts a review of all forms used by OL components. These reviews serve to identify duplicate and/or obsolete forms, and to revalidate the continued need for the form as an administrative reporting tool. The most recent review, conducted in February 1983, enabled OL to discontinue the use of 35 forms from a total of 193 reviewed. This significant reduction was accomplished primarily as a result of the development and continued enhancement of OL's Contract Information System (CONIF), Inventory Control System (ICS), and Procurement Division Management Information System (PDMIS). The elimination of forms will continue as these OL management information systems are further enhanced and refined, and eventually integrated into LIMS. [redacted]

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4. To further improve the overall quality of support and efficiency of operations, and to reduce unnecessary paperwork, OL implemented an automated document control system in January 1983. The automated system, which is GIMS database controlled, replaces the manual system of preparing document abstracts on Form 238s for correspondence control and accountability. In addition to eliminating the need to use and file the Form 238, the automated system provides for: better document control, automatic filing, wider capability for research, and a reduced need for maintaining chronological files in the various OL components.



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DDA Registry  
83-0140/6

25 JAN 1983

MEMORANDUM FOR: Director of Logistics

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Phase IV Long-Range Plan Action Items

1. As a result of the recent exercise in long-range planning for the EXCOM, a number of themes were identified which require further action. The items generally concern improving the management of support services. They need further research, coordination, and study. To accomplish this, it is requested that you conduct a thorough review of the subjects listed in the attachment and submit a detailed report on your findings. Your efforts should result in a thoughtful exploration of the topics which, from a Directorate viewpoint, considers the organizational implications as well as the potential for improving the efficiency, effectiveness, and timeliness of our support to the Agency's mission.

2. In addition to addressing the items listed in the attachment, you are requested to conduct a general review and report on the performance of your office in response to customer requests. This review should also verify the need for all administrative reporting which you originate. You should include a discussion of the timeliness, quality, and responsiveness of your support, both at Headquarters and in the field. Some examples of the support to be covered are: (1) courier and mail service, (2) motor pool, (3) management of real property and space allocation, (4) furniture maintenance, (5) procurement and contracting, and (6) movement of material in support of worldwide operations. Also provide a thorough discussion on how to reduce lead times, improve the overall quality of support, and reduce unnecessary paperwork. Your review should also identify those sections of regulations that are thought to be unnecessarily cumbersome. A mutually acceptable date for the completion of these reports should be coordinated with the DDA Plans Officer.

Harry E. Fitzwater

Attachment

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2. IMPROVED EXERCISE FACILITIES AT HEADQUARTERS: In coordination with the Office of Medical Services, you should explore possible ways to improve the current exercise facilities in the Headquarters building and also include plans for an exercise facility in the new building.

3. SPACE UTILIZATION: You should review and report on various options to improve our utilization of allocated space. This review should include ways to improve the environment of the space and the furniture. Some items to be included are: office landscaping, developing an in-house policy to cover our unique requirements and the changes we will need to make to keep pace with office automation.

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